Goal #3 – Transform our Future IT Workforce

Obj. 1 – Attract and retain new people

Obj. 2 – Review and align citywide IT classifications

Obj. 3 – Target employee productivity through innovative technology

Obj. 4 – Revitalize the structure of IT to reflect our demands

Obj. 5 – Invest in training and career development of IT professionals to keep skills current

Information technology workers remain one of the top 10 most difficult positions to fill in America[5]. Houston is the fourth largest city (with its sights on being number three), and one of the fastest growing municipalities in the country - this adds a colorful dimension to this staffing challenge. Most of the growth in Houston is aligned with the energy and health industries. This presents a challenge with staffing to other less financially fluent industries like government. It requires new thinking and approaches to not only attract new resources but to also retain the staff we have. In addition, we are challenged with training and maintenance of skills to continue to be able to support the growth and complexities of the environments we reside in today.

We will conduct research into best practices and methods to target the acquisition and retention of skilled workers, including an increase in collaboration with higher education. We have committed investments for training and curriculum development to ensure that our teams have the right skills to continue to meet our demands.

Citywide titles and designations have been unchanged for 15 years and now far outdate the technologies that are in use today. For example, the role and skill sets of desktop support analysts today are quite different from their counterparts of 15, or even five years ago. They may be called upon less to support devices and local applications, but more to support cloud or mobile solutions, engage in vendor relationships, and support business process.

Finally, there are several roles that did not exist over a decade ago but are well established careers today. The City is embarking on a job title reclassification project that is expected to yield tremendous benefits in aligning the right people with the right skills.

Research[6] shows that employees operate optimally when given a clear understanding of their roles and responsibilities. Aside from reducing the amount of confusion, it helps the technology groups develop a more accurate taxonomy of IT jobs that will attract tech job seekers, both internally and externally. This will also assist the Human Resources Department with more accurate competitive industry benchmarking for salary and benefits.

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[5] Forbes – 10 hardest jobs to fill in America: http://www.forbes.com/pictures/efkk45ejhem/10-hardest-jobs-to-fill-in-america/
[6] http://www.shrm.org/Research/SurveyFindings/Articles/Documents/SHRM-Employee-Job-Satisfaction-Engagement.pdf